

1/10

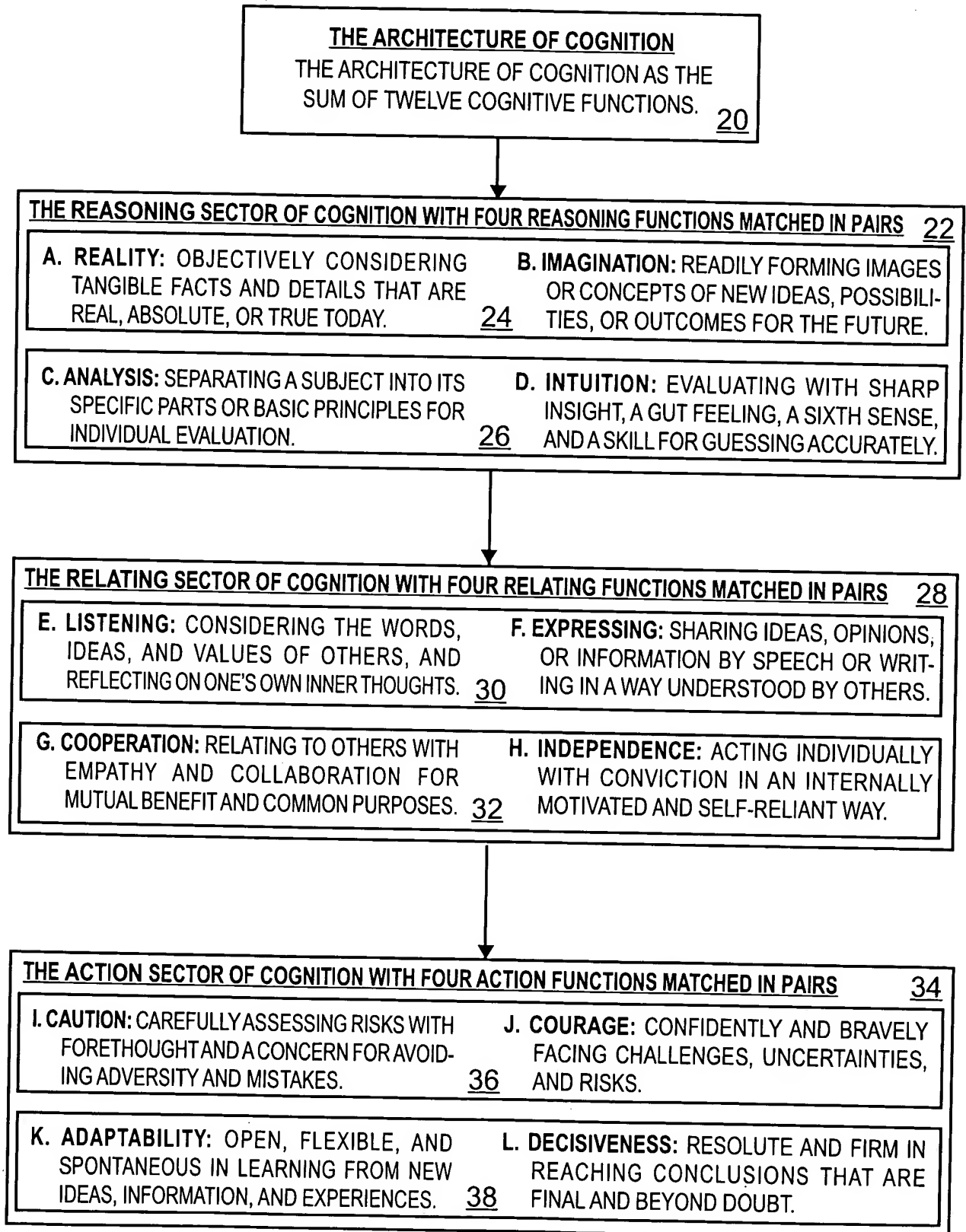


Fig. 1

2/10

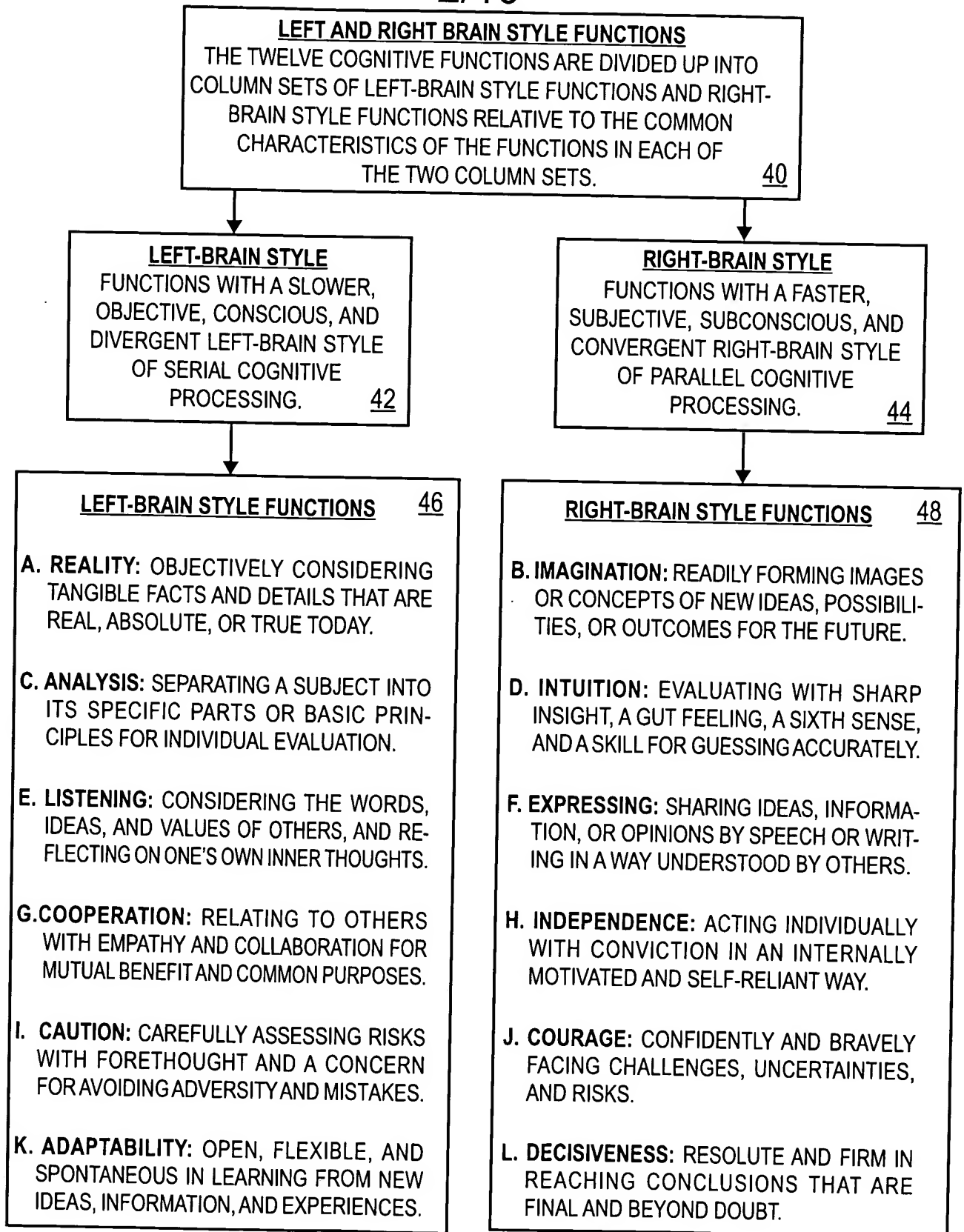


Fig. 2

**PREFERENCE SURVEY INSTRUMENT COMPLETION PROCESS**50

REVIEW CONCEPT OF COGNITIVE FUNCTION PREFERENCES WITH INDIVIDUAL. ADVISE THAT COMPLETING THIS INSTRUMENT WILL HELP INDIVIDUAL BETTER UNDERSTAND HIS OR HER PREFERENCES, AND IS THE FIRST STEP IN A PERSONAL AND LEADERSHIP DEVELOPMENT PROCESS. ADVISE INDIVIDUAL TO READ THE FOLLOWING INSTRUCTIONS AND THEN COMPLETE THE PREFERENCE SURVEY INSTRUMENT.

**PREFERENCE SURVEY INSTRUMENT INSTRUCTIONS**51

1. **PLEASE INDICATE THE EXTENT OF PREFERENCE FOR EACH INDIVIDUAL STATEMENT IN EACH OF THE 36 STATEMENT PAIRS ON A SCALE OF 0 TO 3,** NOTING THIS NUMBER ON THE SHORT LINE BEFORE EACH STATEMENT, AS TO HOW WELL IT DESCRIBES YOU AND YOUR STYLE OF BEHAVIOR AND ACTION. (THE STATEMENT PAIRS CONSIST OF ONE STATEMENT IN THE LEFT HAND COLUMN AND THE OPPOSITE STATEMENT IN THE LEFT HAND COLUMN)
  - "0" TO INDICATE THAT IT DOES NOT DESCRIBE YOU AT ALL.
  - "1" TO INDICATE IT SLIGHTLY DESCRIBES YOU.
  - "2" TO INDICATE IT MODERATELY DESCRIBES YOU.
  - "3" TO INDICATE IT STRONGLY DESCRIBES YOU.
2. **CHOOSE A DIFFERENT NUMBER FOR EACH STATEMENT IN EACH PAIR,** TO INDICATE A GREATER PREFERENCE FOR ONE STATEMENT IN EACH PAIR OVER THE OTHER.
3. **THERE ARE NO "RIGHT" OR "WRONG" STATEMENTS,** AS EACH STATEMENT DESCRIBES POSITIVE BUT DIFFERENT ATTRIBUTES.
4. **TURN TO NEXT PAGE AND COMPLETE PREFERENCE SURVEY.** THERE IS NO TIME LIMIT FOR COMPLETING THE SURVEY. HOWEVER, PLEASE COMPLETE IT AS SOON AS POSSIBLE AS FIRST IMPRESSIONS OF YOUR EXTENT OF PREFERENCE FOR EACH ITEM ARE USUALLY THE MOST CORRECT.
5. **PLEASE RETURN SURVEY FORM** TO SURVEY ADMINISTRATOR AFTER COMPLETION.

**PREFERENCE SURVEY INSTRUMENT****52****A. REALISTIC**

1. \_\_\_ PREFERS REALISTIC, PRACTICAL, AND FACTUAL DETAILS.....
2. \_\_\_ HAS A FOCUS ON TODAY'S ACTIVITIES AND CHALLENGES.....
3. \_\_\_ LIKES A CONVENTIONAL AND PREDICTABLE APPROACH.....
4. \_\_\_ ENJOYS CONSISTENT AND TRADITIONAL WAYS OF WORKING.....
5. \_\_\_ IS CONSERVATIVE AND DOWN-TO-EARTH.....
6. \_\_\_ VALUES KNOWN EXPERIENCES AND TRADITIONS.....

\_\_\_ TOTAL

**B. IMAGINATIVE**

- \_\_\_ PREFERS INNOVATIVE AND ORIGINAL IDEAS.
- \_\_\_ THINKS OF FUTURE POSSIBILITIES AND OPPORTUNITIES.
- \_\_\_ LIKES TO BE IMAGINATIVE AND UNCONVENTIONAL.
- \_\_\_ ENJOYS CONSTANTLY CHANGING SITUATIONS.
- \_\_\_ HAS AN INQUISITIVE AND THEORETICAL APPROACH.
- \_\_\_ FAVORS CREATIVE AND EXPERIMENTAL TYPES OF WORK.

\_\_\_ TOTAL

**C. ANALYTICAL**

7. \_\_\_ PREFERS ANALYTICAL AND SYSTEMATIC REASONING.....
8. \_\_\_ IS RATIONAL AND FAIR-MINDED IN DEALING WITH ISSUES.....
9. \_\_\_ LIKES TO SEGMENT ISSUES INTO COMPONENT PARTS.....
10. \_\_\_ IS OBJECTIVE AND IMPERSONAL IN SOLVING PROBLEMS.....
11. \_\_\_ STRUCTURES ACTIVITIES INTO SEPARATE CATEGORIES.....
12. \_\_\_ MAKES DECISIONS IN A METHODOICAL WAY.....

\_\_\_ TOTAL

**D. INTUITIVE**

- \_\_\_ PREFERS AN INTUITIVE AND PERSONAL WAY OF REASONING.
- \_\_\_ HAS A GUT FEELING FOR GOOD AND BAD, RIGHT AND WRONG.
- \_\_\_ RANKS ISSUES IN A SUBJECTIVE AND QUALITATIVE WAY.
- \_\_\_ TAKES INTO ACCOUNT RELATIONSHIPS AND SOCIAL VALUES.
- \_\_\_ IS THOUGHTFUL AND UNDERSTANDING WITH PEOPLE.
- \_\_\_ DECIDES ON THE OVERALL PICTURE OF WHAT "FEELS" RIGHT.

\_\_\_ TOTAL

**E. LISTENING**

13. \_\_\_ PREFERS A REFLECTIVE, RESERVED STYLE OF WORKING.....
14. \_\_\_ TENDS TO QUIETLY THINK THINGS THROUGH.....
15. \_\_\_ ENJOYS BEING CALM AND SELF-RELIANT IN A HUMBLE WAY.....
16. \_\_\_ IS HAPPY BEING A LISTENER IN GROUP SETTINGS.....
17. \_\_\_ LIKES TO STUDY SPECIFIC ISSUES IN DEPTH.....
18. \_\_\_ FAVORS WORKING IN A QUIET SETTING.....

\_\_\_ TOTAL

**F. EXPRESSING**

- \_\_\_ PREFERS AN OUTGOING AND EXPRESSIVE WAY WITH PEOPLE.
- \_\_\_ HAS A TALK-IT-OUT STYLE OF WORKING WITH OTHERS.
- \_\_\_ LIKES TO BE INFLUENTIAL AND PERSUASIVE.
- \_\_\_ VALUES ELOQUENCE IN GROUP SETTINGS.
- \_\_\_ FOCUSES ON THE BROAD DIMENSIONS OF SITUATIONS.
- \_\_\_ ENJOYS WORKING IN A BUSY ENVIRONMENT.

\_\_\_ TOTAL

**G. COOPERATIVE**

19. \_\_\_ PREFERS TO BE COOPERATIVE AND AGREEABLE.....
20. \_\_\_ IS DIPLOMATIC AND UNDERSTANDING OF OTHERS.....
21. \_\_\_ TENDS TO BE RESPECTFUL AND CONSIDERATE.....
22. \_\_\_ IS ACCOMMODATING AND TOLERANT IN GROUP SITUATIONS.....
23. \_\_\_ ENJOYS COLLABORATING WITH OTHERS ON TEAM EFFORTS.....
24. \_\_\_ IS USUALLY TRUSTING AND SUPPORTIVE OF AUTHORITY.....

\_\_\_ TOTAL

**H. INDEPENDENT**

- \_\_\_ PREFERS TO BE CONFIDENT AND IN CONTROL.
- \_\_\_ ENJOYS BEING INDEPENDENT AND INDIVIDUALISTIC.
- \_\_\_ MAY BE DETERMINED AND COMPETITIVE.
- \_\_\_ TENDS TO BE ASSERTIVE IN EXPRESSING VIEWPOINTS.
- \_\_\_ IS A SELF-STARTER IN TAKING THE INITIATIVE.
- \_\_\_ LIKES TO BE THE PERSON IN CHARGE OF A SITUATION.

\_\_\_ TOTAL

**I. CAUTIOUS**

25. \_\_\_ PREFERS A CAUTIOUS AND PREDICTABLE WAY OF LIFE.....
26. \_\_\_ TENDS TO AVOID RISKS AND UNCERTAINTIES.....
27. \_\_\_ LIKES CLEARLY UNDERSTOOD GOALS AND PROCEDURES.....
28. \_\_\_ ENJOYS ACCURATELY CARRYING OUT ASSIGNMENTS.....
29. \_\_\_ WORKS IN A PERSISTENT AND DISCIPLINED STYLE.....
30. \_\_\_ LIKES TO HAVE THINGS ORDERLY AND CONSISTENT.....

\_\_\_ TOTAL

**J. COURAGEOUS**

- \_\_\_ PREFERS A COURAGEOUS AND ADVENTUROUS WAY OF LIFE.
- \_\_\_ TENDS TO BE BRAVE IN DEALING WITH SITUATIONS.
- \_\_\_ LIKES THE CHALLENGE OF IMPLEMENTING NEW STRATEGIES.
- \_\_\_ ENJOYS THE THRILL OF TAKING REASONABLE RISKS.
- \_\_\_ ACCEPTS THE UNCERTAINTIES OF NEW PROJECTS.
- \_\_\_ IS A VENTURESOME PIONEER.

\_\_\_ TOTAL

**K. ADAPTABLE**

31. \_\_\_ PREFERS TO BE SPONTANEOUS AND ADAPTABLE.....
32. \_\_\_ ENJOYS KEEPING THINGS OPEN FOR THE UNEXPECTED.....
33. \_\_\_ CAN WAIT UNTIL THE LAST MINUTE IN MEETING DEADLINES.....
34. \_\_\_ IS HAPPY WHEN THINGS ARE FLEXIBLE AND UNPLANNED.....
35. \_\_\_ SEARCHES FOR MORE INFORMATION BEFORE DECIDING.....
36. \_\_\_ LIKES A CASUAL AND EASYGOING WORK ENVIRONMENT.....

\_\_\_ TOTAL

**L. DECISIVE**

- \_\_\_ PREFERS COMING TO CLOSURE QUICKLY ON A SITUATION.
- \_\_\_ LIKES TO HAVE THINGS PLANNED AND SCHEDULED.
- \_\_\_ USUALLY PUNCTUAL AND ORDERLY IN MEETING DEADLINES.
- \_\_\_ ENJOYS HAVING THINGS SETTLED WELL IN ADVANCE.
- \_\_\_ HAS A DECISIVE, URGENT STYLE OF RESPONSE.
- \_\_\_ TENDS TO BE DEFINITIVE AND PRECISE.

\_\_\_ TOTAL

54

**PREFERENCE SURVEY REPORT**

NAME \_\_\_\_\_ POSITION \_\_\_\_\_

ORGANIZATION \_\_\_\_\_ DEPARTMENT \_\_\_\_\_ DATE \_\_\_\_\_

**THE FOLLOWING IS A SUMMARY OF YOUR PREFERENCE SURVEY RESULTS.**

56

<p><b>A. REALISTIC</b> 18 - 16 - 14 - <del>12</del> - 8 - 6 - 4 - 2</p> <p>OBJECTIVELY CONSIDERING TANGIBLE FACTS AND DETAILS THAT ARE REAL, ABSOLUTE, OR TRUE TODAY.</p>	<p>2 - <del>10</del> - 6 - 8 - 10 - 12 - <del>14</del> - 16 - 18 <b>B. IMAGINATIVE</b></p> <p>READILY FORMING IMAGES OR CONCEPTS OF NEW POSSIBILITIES, IDEAS, OR OUTCOMES FOR THE FUTURE.</p>
<p><b>C. ANALYTICAL</b> 18 - 16 - 14 - 10 - 8 - 6 - 4 - 2 -</p> <p>SEPARATING A SUBJECT INTO ITS SPECIFIC PARTS OR BASIC PRINCIPLES FOR INDIVIDUAL EVALUATION.</p>	<p>- 2 - 4 - 6 - 8 - 10 - 12 - 14 - 16 - 18 <b>D. INTUITIVE</b></p> <p>EVALUATING WITH SHARP INSIGHT, A GUT FEELING, A SIXTH SENSE, AND A SKILL FOR GUESSING ACCURATELY.</p>
<p><b>E. LISTENING</b> 18 - 16 - 14 - 10 - 8 - 6 - 4 - 2 -</p> <p>CONSIDERING THE WORDS, IDEAS, AND VALUES OF OTHERS, AND REFLECTING ON ONE'S OWN INNER THOUGHTS.</p>	<p>- 2 - 4 - 6 - 8 - 10 - 12 - 14 - 16 - 18 <b>F. EXPRESSING</b></p> <p>SHARING IDEAS, INFORMATION, OR OPINIONS BY SPEECH OR WRITING IN A WAY CLEARLY UNDERSTOOD BY OTHERS.</p>
<p><b>G. COOPERATIVE</b> 18 - 16 - 14 - 10 - 8 - 6 - 4 - 2 -</p> <p>RELATING TO OTHERS WITH EMPATHY AND COLLABORATION FOR MUTUAL BENEFIT AND COMMON PURPOSES.</p>	<p>- 2 - 4 - 6 - 8 - 10 - 12 - 14 - 16 - 18 <b>H. INDEPENDENT</b></p> <p>ACTING INDIVIDUALLY WITH CONVICTION IN AN INTERNALLY MOTIVATED AND SELF-RELIANT WAY.</p>
<p><b>I. CAUTIOUS</b> 18 - 16 - 14 - 10 - 8 - 6 - 4 - 2 -</p> <p>CAREFULLY ASSESSING RISKS WITH FORETHOUGHT AND A CONCERN FOR AVOIDING ADVERSITY AND MISTAKES.</p>	<p>- 2 - 4 - 6 - 8 - 10 - 12 - 14 - 16 - 18 <b>J. COURAGEOUS</b></p> <p>CONFIDENTLY AND BRAVELY FACING CHALLENGES, UNCERTAINTIES, AND RISKS.</p>
<p><b>K. ADAPTABLE</b> 18 - 16 - 14 - 10 - 8 - 6 - 4 - 2 -</p> <p>OPEN, FLEXIBLE, AND SPONTANEOUS IN LEARNING FROM NEW INFORMATION, IDEAS, AND EXPERIENCES.</p>	<p>- 2 - 4 - 6 - 8 - 10 - 12 - 14 - 16 - 18 <b>L. DECISIVE</b></p> <p>RESOLUTE AND FIRM IN REACHING CONCLUSIONS THAT ARE FINAL AND BEYOND DOUBT.</p>

6/11

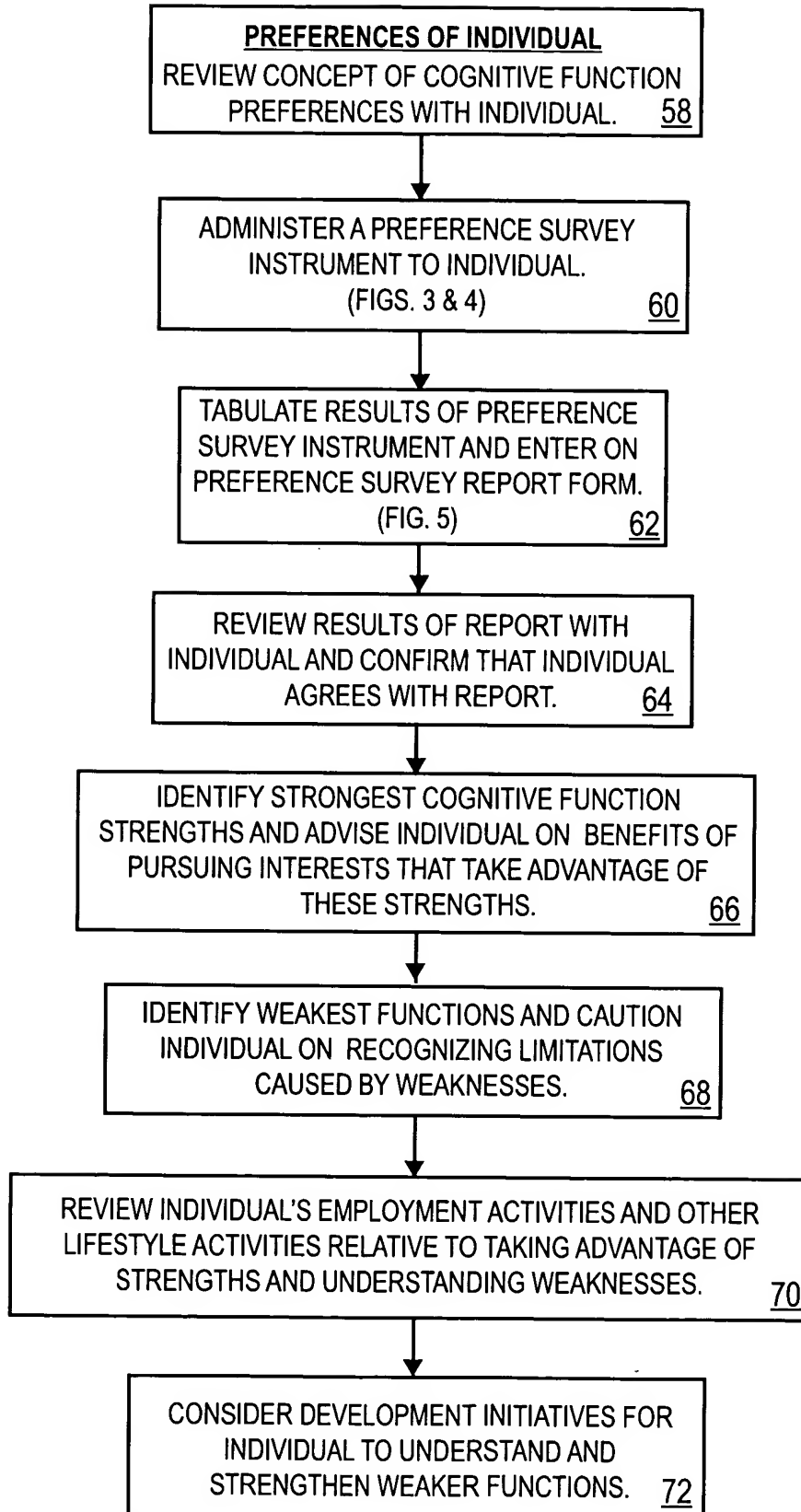


Fig. 6

7/10

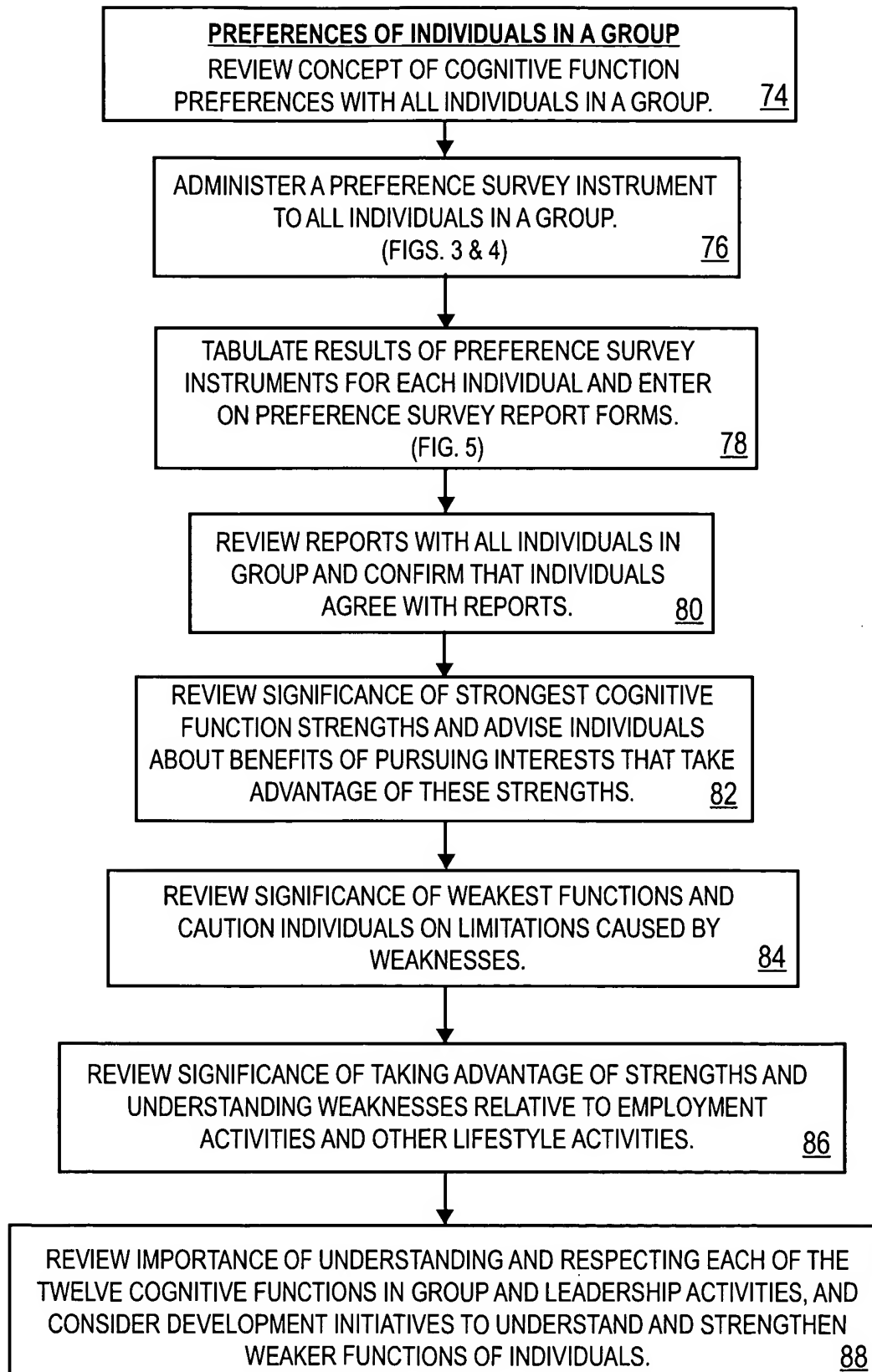


Fig. 7

8/11

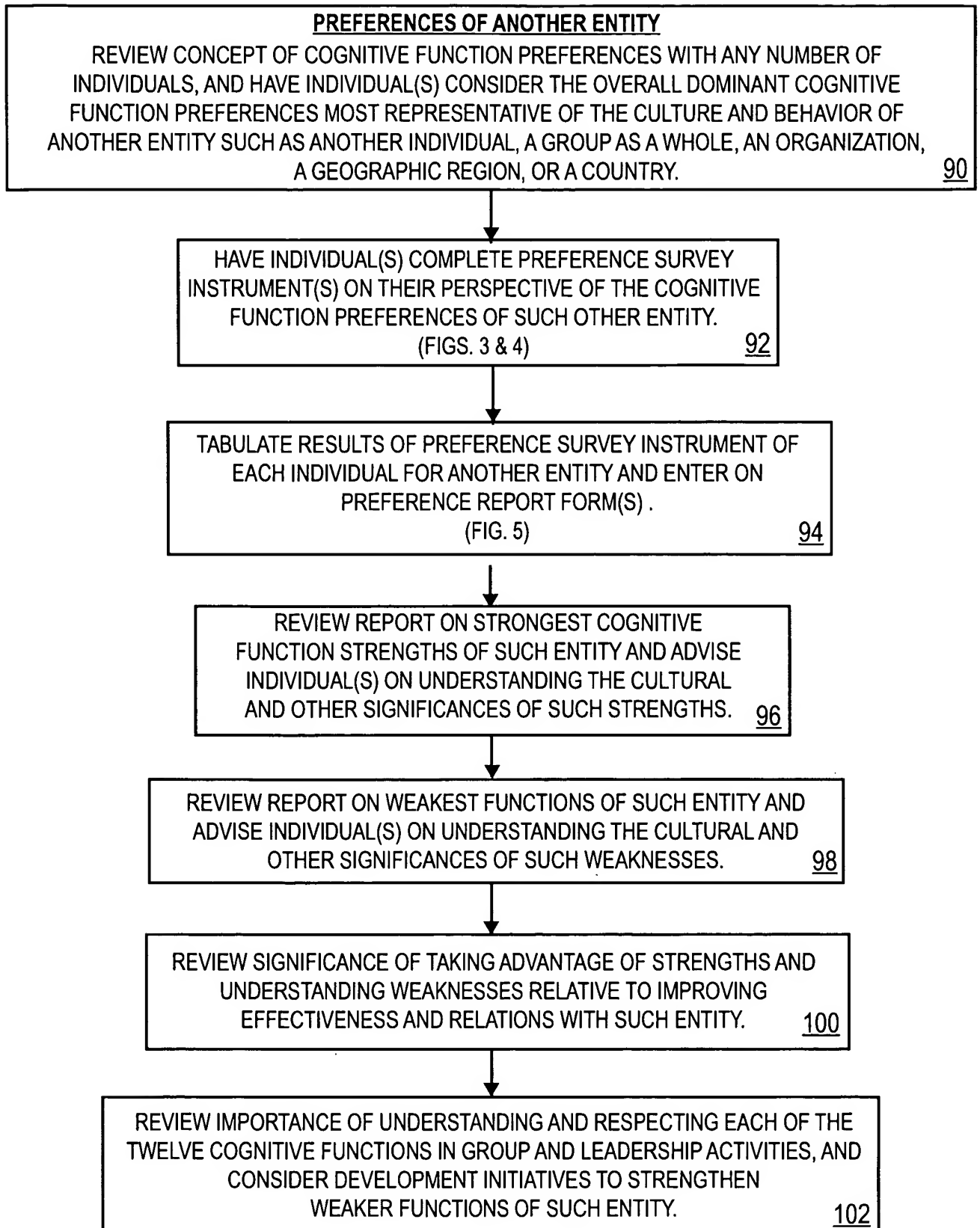


Fig. 8



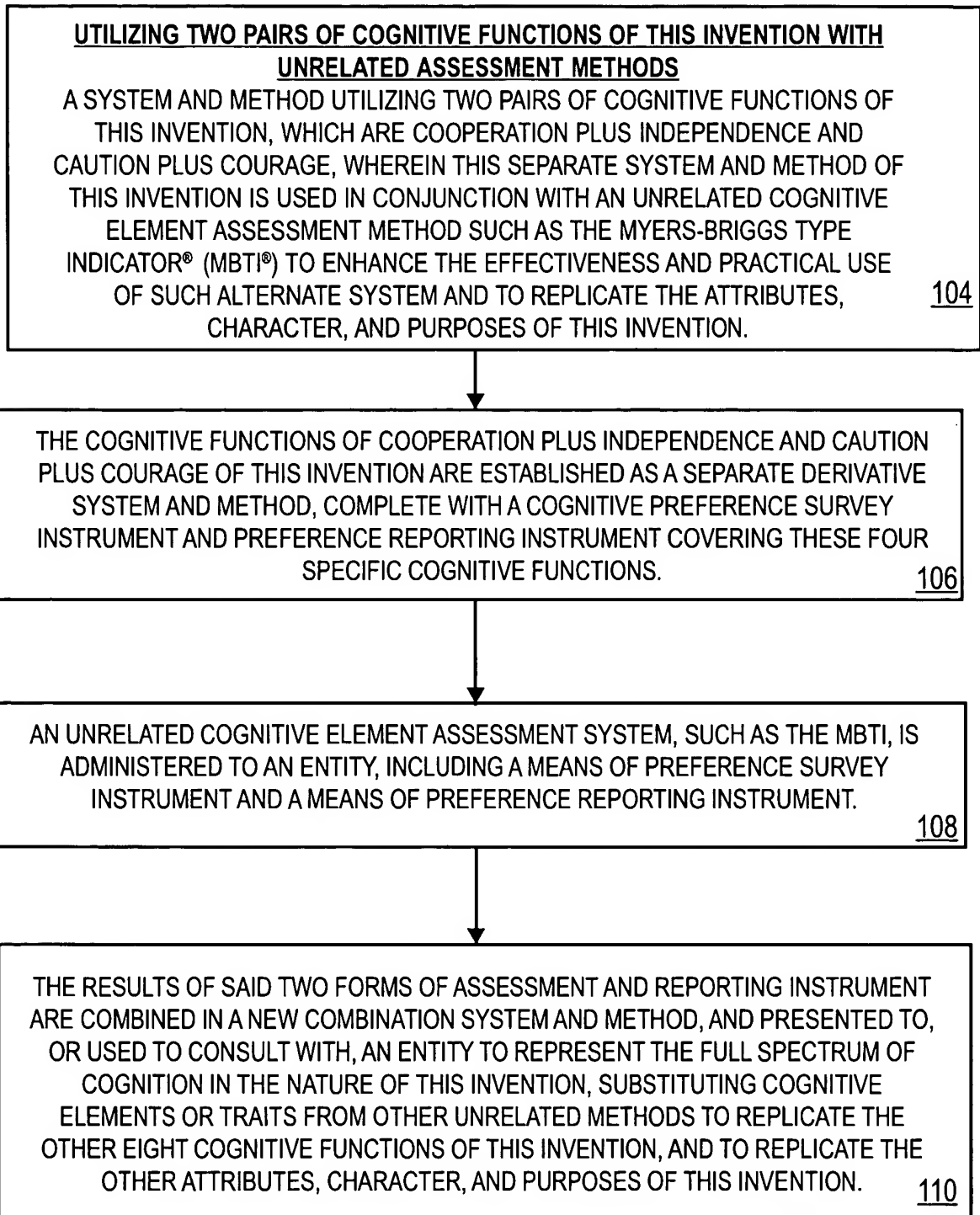


Fig. 9

10/10

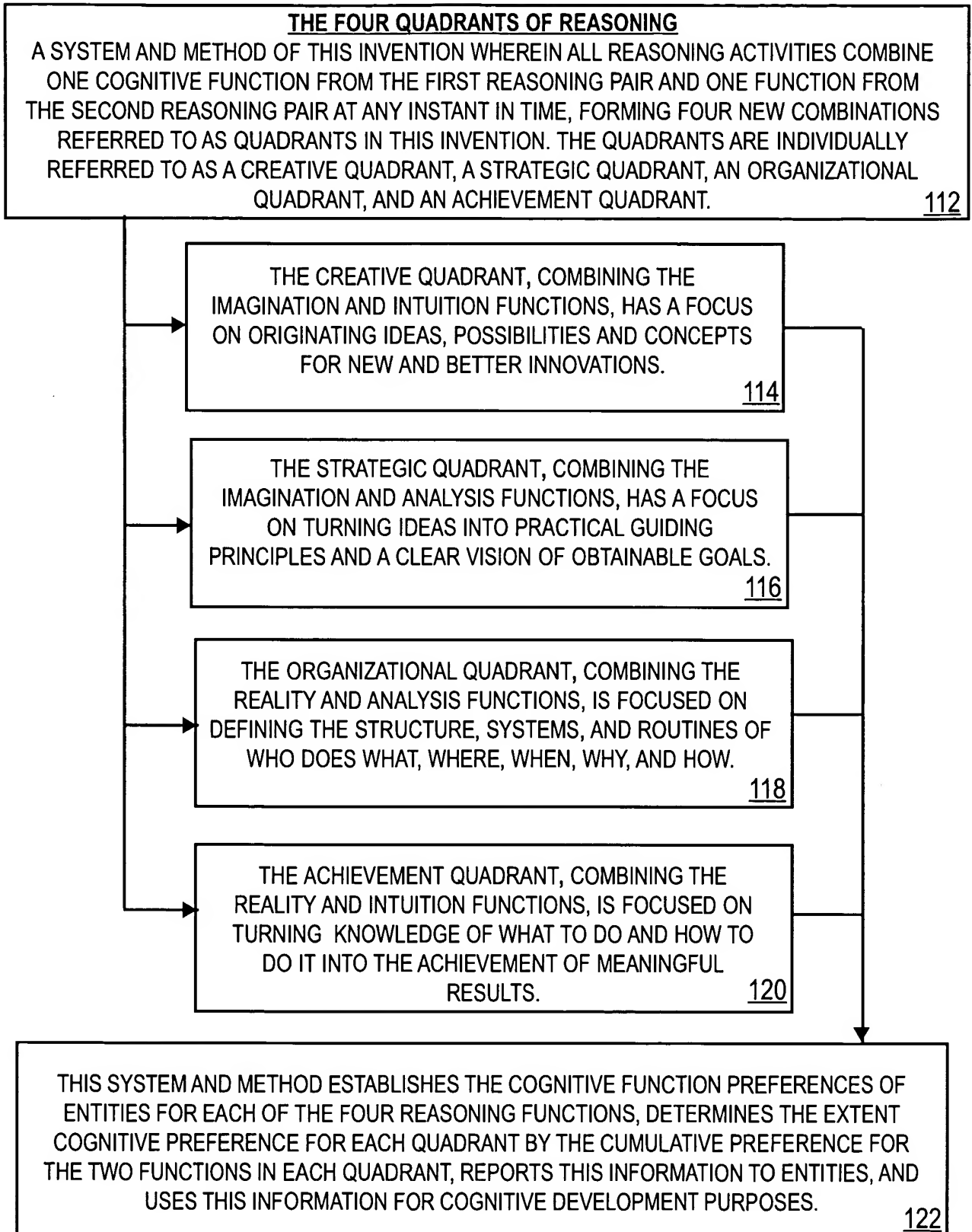


Fig. 10